

# Nuclear and Particle Physics Directorate Strategic Planning Retreat

## *Introduction*

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**70** YEARS OF  
**DISCOVERY**

A CENTURY OF SERVICE



# Motivation

A forward look is especially important in times of uncertainty.

Crises are also times of opportunities.

Smart and nimble organizations are the ones that survive.

A realistic assessment of strengths and weaknesses, of opportunities, challenges, and threats is essential.

It is important to understand how others perceive us. We need to listen to ourselves and others.

Blaming others is not enough.

This is the first in a series of retreats, maybe on a bi-monthly schedule. Let's pay attention to what works and what doesn't.

# General strengths

- NPP has a proud history of outstanding achievements
- NPP has shown nimbleness (ISABELLE → RHIC) and staying power (RHIC)
- NPP scientific workforce is second to none
- RHIC is “at the top of its game” (A+ rating in FY15)
- No other Lab, except CERN, has a similarly broad and vibrant program in nuclear and particle physics
- We have a good mix of fundamental research and applications of advanced technology
- Our research programs align well with the NSAC LRP and the P5 Plan

# Perceived weaknesses

- Inconsistent project management, especially in “small” projects
- Lack of openness to changes
  - Strong cultural identity can be a strength and an impediment
- Near- and intermediate-term goal focus, but insufficient long-term (10+ years) vision in HEP
- NPP is an inward looking organization
  - When we encounter a problem, we look among ourselves to find a solution, rather than searching for outside help
- Many of our facilities are mature or aging
- We are behind the curve on diversity and inclusion

# Agenda

8:30 am

- Welcome, Goals, and Agenda Review

8:45 am

- Financial Update

9:00 am

- Electron Ion Collider – The Path Forward

9:30 am

- Group Presentations
  - HEP Experiments
  - NP Experiments
  - Detector Projects
  - Theory

10:30 am

- Break

10:45 am

- Group Presentations
  - Accelerator R&D and Projects
  - Accelerator Operations
  - SMD Business Plan
  - IO Business Plan

11:45 am

- Discussion

12:15 pm

- Closing remarks and follow-up actions
- Topics for future retreats

12:30 pm

- Adjourn